

16 Apr 54

To Director

Subject NSA Personnel Problems

1. During the excellent briefings which your people gave in my office last week relating to the requested revision in NSA allotment of civilian personnel, certain problems confronting NSA came up. In general, these concerned the increase in productivity which could result from a greater strengthening of the career aspects of the cryptologic effort both in the U.S. and in the field, and a lessening of the quality of personnel.

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2. A basic purpose of the reorganization which established NSA was to organize and manage U.S. COMINT activities as a national responsibility. It is essential that production activities reflect the intent of the current Directive and the Study from which it was developed. It is clear that in an organization such as NSA the recruiting, development and retention of persons of specialized talent and long experience is an absolute necessity. This implies a staff of civilians in positions of responsibility as well as selected personnel from the military services. I know you have given much consideration to these problems and have already taken various measures. I share your concern in these matters and shall appreciate your views on these and such other things as you consider appropriate which are beyond the scope of NSA itself to handle and on which I can assist you. In this connection, certain studies come to mind: (see below) (over)

3. I am aware that those items do not exhaust the field,
but were suggested mainly the the focus of our discussions
last week.

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